



Norman Y. Mineta
International Institute for
Surface Transportation
Policy Studies

Created by Congress in 1991

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Jane Chmielinski

President and Chief
Operating Officer
DMJM Harris and
MTI Trustee

Jane Chmielinski was appointed president of DMJM Harris in October 2005 and also serves as chief operating officer. In these positions, Ms. Chmielinski is responsible for directing all technical and management activities for this leading architecture-engineering firm, and oversees all project activities in the transit/rail, highway/bridge, marine, airport, planning, design/construct, program and construction management, and energy business lines.

Ms. Chmielinski also serves on the core management group of parent company AECOM, where she applies the in-depth professional knowledge and business acumen she's cultivated during a distinguished career in the transportation and infrastructure industries.

Ms. Chmielinski has extensive experience in both the private and public transportation sectors. Prior to joining DMJM Harris (then Frederic R. Harris, Inc.) in 1993, she managed the Massachusetts Bay Transportation Authority's Environmental Affairs unit, where she successfully led the environmental permitting and compliance efforts on more than \$5

billion of construction projects. Her leadership has been instrumental to the success of such projects as Tren Urbano, San Juan's new \$2.5 billion rail system.

As a corporate executive, Ms. Chmielinski was the key to creating and implementing the company integration strategy that created DMJM Harris. During her time as senior vice president, she planned and implemented the reorganization of key support functions into the corporate development group, providing employees with the tools needed to best win and execute work.

Ms. Chmielinski understands the responsibility of corporate stewardship within her community and her profession and is involved in a number of professional associations including the Women's Transportation Seminar, Women in Environmental Network, Environmental Business Council, and the Diversity Board for the School of Engineering at City College of New York, which she chaired until 2005. She also actively participates in a number of non-profit organizations with a wide range of interests.

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Information Transfer

by Jim Swofford, Project Manager

Tough Choices Down the Road

On October 12th, the Mineta Transportation Institute hosted the Norman Y. Mineta National Policy Summit on Transportation Finance, a one-day session for policy makers and senior managers to explore local, state, and national options for medium and long-term transportation financing. The event was held in conjunction with the American Public Transportation Association (APTA) annual meeting in San José, California.

Mr. Mineta, MTI founder and secretary of transportation from 2001-2006, presented the luncheon keynote speech and then joined in the afternoon roundtable forum. Leading the discussion was a select panel of experts drawn from the ranks of the MTI Board of Trustees, including Mort Downey, president of PB Consult, Inc., who moderated the morning and afternoon panel sessions.

Mr. Downey opened the morning panel session, followed by a presentation by MTI Research Associate Dr. Asha Weinstein, an assistant professor of urban and regional planning at San José State University. She shared research and poll results on public attitudes toward various transportation financing mechanisms. MTI Trustee Nuria Fernandez, commissioner of aviation for the City of Chicago and acting administrator/deputy administrator of the Federal Transit Administration from 1997-2001, presented intermodal issues from the air



Panelists Art Guzzetti, Norman Mineta, Mort Downey, Asha Weinstein and Nuria Fernandez

transportation sector's viewpoint. Caltrans Director Will Kempton described past and present transportation funding approaches used in California. He was followed by MTI Chair David Turney, with a private sector view of the federal funding reauthorization process and with suggestions for future legislation. Addressing the legislative components was Arthur Guzzetti, the director of policy and advocacy for APTA.

The capacity crowd of transportation executives and planners, along with representatives from business and academia, joined in the give-and-take discussion with Secretary Mineta and the panel. MTI is preparing a summary of the proceedings, which will be published on the *TransWeb* website.

This no-fee event was co-sponsored by AASHTO, APTA, and the California Business Roundtable.

MTI Leadership at the APTA Annual Meeting

MTI took advantage of the APTA Annual Meeting being held in San Jose in early October to showcase some of its talented staff and programs.

MTI Executive Director Rod Diridon moderated the forum on "Emerging Issues in the Intercity and High-Speed Rail Arena."

The heavily attended session was treated to a broad summary of the issue and a strong admonition to work together to find new funding sources rather than competing for the currently inadequate resources.

MTI's National Transportation Security Center Director Brian Michael Jenkins and Research Associate Bruce Butterworth made a well-received presentation based on their soon-to-be-published research during the "Emerging

Security Technologies" session. Mr. Jenkins began the presentation, titled *The Current Terrorist Threat to Urban Mass Transportation and the Utility of Selective Passenger Screening as a Security Option*, with an analysis of trends since 9/11. Mr. Butterworth then joined him to provide an overview of public transit agencies' current and planned screening practices, the viability of passenger screening, and the characteristics of a good selection process.

Education

by Brandi Hall, current MSTM student

The DOT Way

MSTM graduate and MSTM Alumni Association President James Helmer paid a recent visit to Professor Haas and MTM 201 (Fundamentals of Transportation Management) students. Named Director of Transportation for the City of San José shortly after graduating the MSTM program, Mr. Helmer discussed the many responsibilities of his department and the excitement he experiences. “I get excited to go to work on Monday,” he sincerely stated. “Some people are excited about Fridays; I’m still excited about Mondays!”

The Department of Transportation (DOT) maintains the city’s assets in 2,200 miles of street right-of-way. This includes a massive infrastructure of streets, sidewalks, landscaping, traffic devices, streetlights, sewers and storms drains. Mr. Helmer is a champion of the “DOT Way,” a



Alumni President James Helmer

transformation in work culture introduced by former DOT director Wayne Tanda in 2001. These changes created a greater focus on its customers and a genuine team approach. A strategic planning process led to the development of key systems that covered performance measures, tactical work plans, and management accountability. Programs were established to increase the capacity of employees, and rewards were aligned with desired outcomes.

Finally, MTI Education Director Peter Haas and Summer Transportation Institute (STI) Coordinator Cheryl Connolly discussed MTI’s programs for youth with a large group of attendees at the “Creating a New Generation of Transit Users & Transit Industry Workforce” session. Dr. Haas explained how MTI seeks to provide educational opportunities to a continuum

of age groups, from children to adult professionals, and offered background and insights into the Garrett Morgan program for middle school students and the STI for high school students. Ms. Connolly related her firsthand experiences with STI participants and their discovery of transit and transportation issues during the 2006 program.

Taken collectively, these actions produced a results-oriented culture known as the DOT Way.

During the class visit, MTM 201 students learned about different aspects of managing a local DOT and shared some of their own views with regards to public transportation management and the need for change. The DOT Way is being used as a model that transportation advocates can apply to their careers in transportation or in any public or government agency. It is an approach that has successfully engaged and benefited the customers, policy makers, and colleagues of the enterprise.

While an MSTM student, Mr. Helmer authored *Aligning and Marketing Transportation Service to Achieve Community Goals*. The report helps the municipal transportation professional to better understand the linkage between transportation systems and planning at the regional and local levels. It analyzes the affects that national transportation policy has on local transportation decisions and discusses the importance of public transportation marketing strategies and leading change effectively. His report can be found at www.sanjoseca.gov/transportation.

The students of MTM 201 and Professor Haas thank Mr. Helmer for his time and hope to join him in the transportation decision-making hot seats as we graduate and, of course, become MTI alumni.

Directions

by Rod Diridon, Sr., Executive Director

U.S. DOT Tier 1 University Transportation Center Competition: As required in SAFETEA-LU, MTI competed for continued designation as a Tier 1 UTC against all comers, with 36 of the nation's top research universities submitting proposals. The September 29 announcement of the 10 winners included MTI at San José State University. U.S. DOT Research and Innovative Technology Administration Administrator John Bobo Jr. visited MTI the very next week to be briefed on our especially innovative and successful UTC model. MTI credits our donors, trustees, researchers, students, and staff and our colleagues at SJSU and the SJSU Foundation. We're pleased and proud and have already launched into our next challenge!

Norman Y. Mineta National Policy Summit on Transportation Finance: While Secretary Mineta served in the cabinet he could not be associated with MTI because of the appearance of conflict since we share his name. But he's back with vigor and keynoted the subject summit, the first of two each year that will bear his name. The gathering the day after the annual APTA Conference in San Jose of over 100 top national transportation leaders was co-sponsored by AASHTO, APTA and the California Roundtable (largest businesses). Details of the information-packed day are included in the enclosed related article. Special thanks to all who contributed.

Winter MTI Board of Trustees' Meeting: The annual winter meeting of the Trustees will be on January 20, 2007, the Saturday before TRB in Washington, D.C. Following at 5:30 PM will be the annual Council of University Transportation Centers Awards Banquet at which Secretary Mineta will receive the Lifetime Achievement Award. To arrange to attend the banquet, contact Dorota Tarnawska at dtarnawska@artba.com.

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